



INTERAGENCY CONNECTION

Chair's Corner



Spring has sprung and the days are getting longer, which is GOOD since our Federal Executive Board (FEB) needs the extra hours for our busy Spring/Summer schedule!

Numerous initiatives underway!

MyFreeTaxes: FEB is helping with your tax filing! We coordinated for FREE tax filing for federal employees, contractors and their family members (as long as adjusted gross income is \$64,000 or less). Visit <http://www.oklahoma.feb.gov/HoustonMyFreeTaxes.htm> for additional info.

FEB Awards Program: We recently concluded judging of the super-impressive 72 nominations and are gearing up for a terrific Awards Ceremony. Put it on your calendar: May 15, 1pm – 4pm, at Leland Federal building.

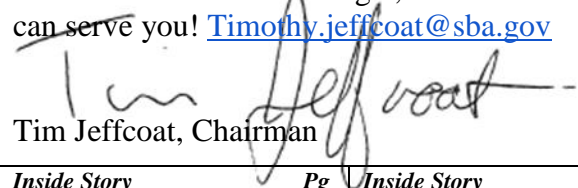
Leadership Training: Due to popular request by Houston agencies, the FEB has coordinated a class in ‘Secrets of Dealing with Difficult People’. This all-day class is led by an experienced, professional facilitator and includes plenty of role-

playing and examples. This training is also coordinated to meet more than one Executive Core Qualification (ECQ).

Pre-Retirement Seminar: Don't wait until you are close to retirement – start planning now!! August 16 and 17 we provide in-depth classes on getting ready for retirement – Pension, TSP, Medicare, Health Insurance, and more. August 16 is for CSRS employees and August 17 for FERS employees. These full day events are led by an individual well versed in federal retirement that does NOT sell financial products (and does not even hold a certificate or license to sell financial products). It is intended for your retirement education ONLY.

Registrations for all of our events are provided in the newsletter.

When you attend one of these, please send me an email to let me know how you liked it. The more feedback we get, the better we can serve you! Timothy.jeffcoat@sba.gov


Tim Jeffcoat, Chairman

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3 SECRETS TO GIVING CORRECTIVE FEEDBACK WITH EASE AND CONFIDENCE

Every time you shoot yourself in the foot, you do it with good intentions. Someone needs to say, “If you do that again, you’re going to shoot the other foot.”

Corrective feedback enables average performers to improve and top performers to excel.

less useful and more difficult the conversation becomes.

Wait for a ‘good’ moment, not a perfect moment to give corrective feedback.

When you wait too long it feels like you’re gathering evidence for a conviction. It’s also embarrassing. “Why did you let me walk



If you have an important point to make, don’t try to be subtle.

Sir Winston Churchill

3 secrets to giving corrective feedback:

#1. Provide abundant positives:

In a recent workshop, one leader asked, “How can we maintain the practice of giving three positives for one negative? I suggested that he show up everyday looking for behaviors to affirm. Don’t worry. The bad stuff will find you.

One leader prints business cards with, “You are ‘Incredible’,” on the front. He writes the affirmation on the back and hands it to team members. He’s averaging two a day.

“Employees who report receiving recognition and praise within the last seven days show increased productivity, get higher scores from customers, and have better safety records.” Tom Rath

#2. Choose a ‘good’ moment:

Timeliness is more important than the perfect moment. The longer you wait, the

around with food in my teeth for two weeks?”

#3. Tear the bandage off quickly:

“If you have an important point to make, don’t try to be subtle or clever.” Winston Churchill

Don’t judge. Just say what you see. “I notice that you...” After saying what you see, explain the impact of their behavior.

Don’t:

1. Socialize.
2. Discuss other issues.
3. Begin with compliments. *An affirmation given before corrective feedback goes in one ear and out the other.*

<https://leadershipfreak.blog/2016/12/15/3-secrets-to-giving-corrective-feedback-with-ease-and-confidence/>

Spotlighting Information in Public Service

Did you Know?

As an organization with diverse functions, the US Department of Labor carries out its mission through a number of offices and agencies. These are organized into major program areas, and headed by an Assistant Secretary or other official. One such agency is the Wage and Hour Division (WHD).

The Wage and Hour mission is to promote and achieve compliance with labor standards to protect and enhance the welfare of the Nation's workforce. The agency is currently headed by Dr. David Weil, who is an internationally recognized expert in public and labor market policy; regulatory performance; industrial and labor relations; transparency policy; and supply-chain restructuring and its effects.

WHD enforces the Fair Labor Standards Act, which includes Federal minimum wage, overtime pay,

recordkeeping, and child labor requirements. WHD also enforces the Migrant and Seasonal Agricultural Worker Protection Act, the Employee Polygraph Protection Act, the Family and Medical Leave Act, wage garnishment provisions of the Consumer Credit Protection Act, and a number of employment standards and worker protections as provided in several immigration related statutes. Additionally, WHD administers and enforces the prevailing wage requirements of the Davis Bacon Act and the Service Contract Act and other statutes applicable to Federal contracts for construction and for the provision of goods and services.

The laws enforced by WHD apply to 7.3 million establishments and protect 135 million workers. WHD has over 200 offices

across the country and of approximately 1000 investigators, over half are bilingual. Since we will never have enough investigators to examine every business, the Wage and Hour Division takes a vigorous, strategic approach to enforcement. We prioritize and direct our resources to where the data and evidence show the problems are largest, where emerging business models lead to violations, and where workers are least likely to exercise their rights.

Workers covered by the laws that WHD enforces are entitled to the protections of the laws regardless of immigration status. If you work in this country, you should get paid.

The Wage and Hour Division will continue to lead the charge on behalf of vulnerable workers who deserve to be paid every penny they have rightfully earned, and on behalf

of the law-abiding employers who deserve to compete on a level playing field – not at a disadvantage to those who ignore or skirt the law for financial gain. The [numbers](#) tell us that we've been making progress. But our ultimate measure of success will be finding greater and greater compliance in the workplaces and industries we investigate in the days and years ahead.

For more information about federal wage laws, or to file a complaint, call the Wage and Hour Division's toll-free helpline at 866-4US-WAGE (487-9243). Information is also available at www.dol.gov/whd.

*Submitted by Michael Speer
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INTEGRITY AT THE MOMENT OF CHOICE

Why it is important to our organization:

Integrity, the one value that trumps all other values (small "t". No political statement here). We could probably fit every other core value under it. When all else about us is gone, the only three things we still have is our name, our freedom to choose, and our integrity. Collectively as an organization it is the same. Our integrity in what we do, what we produce, is paramount to our success. It is how the rest of the world, our customers and our suppliers, sees and measures us against, not the competition, but against what is right or wrong, good or bad. It is how we are being judged. You are fooling yourself if you think you are not being judged. You are. We are. Our success or failure depends on what happens in the space between stimulus and response. It's called, "Integrity at the moment of choice".

I want to remind all of you, you are going to be faced with choices. Some will be easy, some difficult-moral dilemmas. It is in that moment, what you say to yourself and the action you take, that will speak to your integrity. Do you leave early to go out with the girls, or do you stay late and finish the report? Do you go home to catch the recital you promised your 9-year-old daughter, or stay late to finish the report? You are trying to lose weight; do you open the refrigerator and reach for the Hagan Das, or a healthier snack? You and a coworker are up for a promotion. You discovered a significant flaw in a project they are responsible for. You have the ability to correct it immediately. Do you fix it or let them take the fall? Integrity at the moment of choice. We can't afford to make the wrong call. Moving forward for us as an organization I want to

a.) encourage each of you, when faced with choices, to take a moment to contemplate the decision you make between doing what YOU know to be right or what you know to be wrong.

b.) Take time, before you are faced with those dilemmas, to reflect and be introspective of what integrity means to you.

The Story:

We can often think of stories where individuals failed to exercise integrity at the moment of choice. . . cheating athletes, less than honest politicians, and small business owners to fortune 500 CEOs. But today I want to share with you a story about one of our own. She probably doesn't know that I know this but that's part of what makes it so important.

A few weeks back I was walking past the break room

on the way to Dorothy's office when I overheard a couple of employees discussing another employee's failure to perform. They weren't being very nice about it and I was going to step in to address it. Instead I heard Cindy join the conversation. She asked the two if this person was aware of how they felt about her. How will she ever improve if no one takes time to talk to her about these real or perceived failures? Cindy went on to suggest that perhaps there are reasons we are not aware of, reasons that, as co-workers, we could help her overcome. Rather than getting into a discussion with them about this person's performance, Cindy instead suggested they speak with her and see what we can do as a team to best get the project(s) done. She asked one of the individuals to approach this person and set aside a time they could all get together to have this conversation so we can have successful project going forward.

When it comes to integrity it's about having the courage to step up. Be open-minded to different ideas. Be a team, even when it appears to be difficult. The initial conversation should have perhaps not occurred in the first place, but because it did, somebody, Cindy, had the integrity to address the situation in a safe, professional manner, eliminating potential for work place drama and, as such, further reducing our team productivity and effectiveness.

Final Thoughts:

If you don't think discussing organizational core values are important, consider this - James Weber, PhD, in his research of the relationship between organizational leader's value orientation and that of the employees, found that 85.9 percent of managers claim that they draw their moral standards at work from the expectations perceived in the work environment. Trevino adds that organizational norms that are embodied by the corporation's culture are strong determinants of individual thought and behavior in the workplace. Gillespie notes that corporate culture (values) is recognized as a key contextual influence in establishing and maintaining norms.

Extraordinary Leaders have Extraordinary Character; with Extraordinary Character they are **Not Afraid**.

Reprinted with permission: Anthony Tormey, President & CEO, Leader Development Institute.
<http://www.ldiworld.com/success-rules.html>

13 Leadership Skills You Didn't Need A Decade Ago That Are Now Essential

Leadership skills aren't stagnant. Different generations moving in and out of the workforce dictate changes to the ways people lead.

This is one reason leaders need to be constantly updating their skills. If you're wondering what skills have come into play lately for the modern leader, read on for insights from 13 professional coaches of [Forbes Coaches Council](#).

1. Executive Presence

Executive presence is a relatively new leadership concept. It is a must for CXOs as well as their direct reports. Executive presence is more than charisma; it shows up in how leaders trust and are trusted, how leaders communicate, how leaders develop strategy, and how leaders carry themselves under pressure. Executive presence can be developed through thoughtful and actionable development. - Leslie Mizerak, Lead Coach Mentor, LLC

2. Resiliency

Over the past decade, the pace of change and the growing complexity of the business environment has increased dramatically. Leaders often find themselves overworked and overwhelmed in response to these challenges. Building up their resilience is an essential skill set. Resilient leaders are able to manage personal and organizational anxiety effectively and exude calm and confidence. - [Irvine Nugent](#), Sonos Leadership

3. Culture Management

Since 2014, the word "culture" has been a top trending word on Merriam-Webster.com. People are looking for bigger purpose, more involvement in communities, excitement to walk through the doors, and something to be proud of. Leaders have to have the skill of creating culture,

maintaining it, and growing it. Check out Zappos for an example. They have a "culture book" called [The Fool Rules](#). (<http://thefoolrules.com/>) - [MaryAnne Gillespie](#), Red Apple Coaching

4. Navigation of Ambiguity

Rapidly increasing rates of change and growing complexity has made navigating ambiguity essential in leadership. We've begun to see disruptive change in all directions, and leaders must be agile to navigate the ambiguity and stay competitive. Leaders who can remain calm and relaxed and continue to inspire their teams in the face of increasing complexity give their companies a tremendous advantage. - [Rey Castellanos](#), Feed Your Wolf

5. Hybrid Of Skills

Versatility across multiple areas of business is proving to be a coveted leadership trait, especially within the C-suite. Gone are the days of singular expertise; businesses covet skill diversity now. The greater the exposure to various job functions, the better leaders can navigate the ever-evolving world of business, climb the career ladder, and take the helm. - [Adrienne Tom, CERM, CPRW, MCRS](#), Career Impressions

6. Multigenerational Management

It is now the norm for organizations to have employees ranging from age 16 to 75. And while this scenario is commonplace, managing a multigenerational workforce is quite a challenge. Leaders must be versed in helping employees examine generational stereotypes about their coworkers. Leaders will also be forced to extinguish their own preconceived notions on how to effectively lead a diverse team. - Linette Montae, Profitable CEO

(Cont'd on page 6)

7. Collaboration

Because of the increased level of interconnection across boundaries and disaggregation (outsourcing), many problems can only be solved by working across functions and companies. Leaders must know when to collaborate, and how demonstrate the skills required — including clear communication and interpersonal skills when working with others who may have different agendas and perspectives. -

Maureen Metcalf, Metcalf & Associates, Inc

8. Emotional Intelligence

EI is a new sought-after leadership skill. EI is the ability to be in tune with your own emotions and the emotions of others. All businesses involve some form of communication and relationship management. EI gives us the ability to regulate our emotions and understand one another, thereby bringing out the best in each other and the best possible outcome for the organization. - Gia Ganesh, Gia Ganesh Coaching

9. Social Media Presence

Demonstrating restraint, kindness, professionalism and moderation online never used to be a leadership requirement, but I believe it may be one of our most important to set an example at work, at home, and to others who watch what we say and do. Now more than ever, the lines are blurred between our social and professional selves. - John O'Connor, Career Pro Inc.

10. Authenticity

Leaders used to be able to keep a distance from the masses. Today, confidence and belief in leadership is directly correlated to engagement, productivity and retention. Authenticity is about connecting to all levels of your team, personally and professionally. Access to leadership has been a trend in

organizations. Leaders now need to let people see the person behind the curtain, not just the position. - Michelle Tillis Lederman, Executive Essentials

11. Mastery Of Crucial Conversations

The ability to engage in crucial conversations, absent from the pervasive authoritarian leadership style of the past, is now recognized as an essential leadership skill. Because emotionally charged conversations can get messy, some leaders still prefer to avoid them, which creates a gap in leadership and can significantly impact employee morale, retention, and the company's bottom line. - Jody Michael, Jody Michael Associates

12. Leadership Of Virtual Teams And Independent Contractors

Hiring professionals, then turning them into a team, has always been a challenge. It's even tougher when those people will never be in the same room. Yet, it's not just global businesses that have non-employee team members in different time zones. Now, even local or micro businesses commonly have remote teams of bookkeepers, VAs, SEO specialists and others. They need people who lead virtually. - Shauna C. Bryce, Bryce Legal Career Counsel

13. Co-Creative Leadership

In many organizations, management teams do not know how to co-create with their employees. If you want engaged teams, you need to empower team members and be in a position to create change with them instead of for them. The trouble is people do not take time to experience the growing pains associated with learning to collaborate. Co-creative leaders get engaged teams and better results. - Steffan Surdek, Pyxis Technologies

<http://www.forbes.com/sites/forbescoachescouncil/2016/12/13/13-leadership-skills-you-didnt-need-a-decade-ago-that-are-now-essential/#18c7c34969ad>

Leading the Change

Management within the federal government is changing. If it isn't, it will be soon. Throughout my tenure as a federal employee and manager, if there was a change in direction of the mission, it was announced and then implemented. There might be grumbings amongst the rank and file, but the changes were implemented. This approach was often painful.

Over the past few years, I've learned that it didn't have to be that difficult and certainly doesn't need to be now. I typically was concerned with meeting the goals and not so much with employee satisfaction. Seeking employee buy-in was rarely a priority. Had I known then what I know now, changes could have been implemented with less resistance and frustration.

As the world has changed, the approach to management has also changed, or is changing. Managers take care of tasks by organizing and coordinating. However, it is no longer enough to manage. The workforce has changed and employees are no longer satisfied with a paycheck and benefits. They want to be a part of something great.

Great leaders mobilize people to achieve astonishing results through inspiration and motivation. Announcing a new policy or procedure without investing your time into how to bring your employees on board is paving a road to failure.

As a leader, you have at least 3, if not 4, generations in your office and each generation has a different business focus on work as well as ethics and values they bring to the table. It is your responsibility to provide leadership that is respected by all so that you inspire and motivate.

Traditionalists, born between 1900 and 1945, value quality and adhere to the rules. Baby Boomers, 1946-1964, learned to work long hours and challenge authority. Generation X, 1965-1980, focus on productivity and work/life balance since they saw their parents work such

long hours. Our newest generation to enter the workplace, The Millennials, 1977-1994, want to contribute to accomplishing the mission of the organization, but also to the world as a whole. They want flexibility to work on a project and not be measured by how, when or where the job is done.

How are you going to manage such diverse views of the workplace, ethics and values? How are you going to lead your team? How are you going to implement change?

Step one of Dr. John P. Kotter's book *Accelerate* is to create a sense of urgency around a big opportunity. The other seven steps become somewhat of an exercise in futility if you don't nail step one. When everyone on your team fully understands the "why" of the change or the project that must be done, and "how" they fit into that big picture, you can begin to move to the next step.

As a leader in the federal workforce, you have the unique opportunity to do things differently, even better than your predecessors. You can choose to communicate with your staff. You can share all the information that you are allowed to share rather than only the bare bones. You can involve them in the process of change.

Reach out to your team of Traditionalists, Boomers, Gen X's and Millennials to develop best practices so that your office will be THE model office. Appreciate rather than bemoan the fact that you have a diverse team. Recognize that you have a group of bright and talented people who can bring about change that is sustainable, accepted, and beneficial to all.

For more information about change management and leadership, please visit my website at www.takagiconsulting.com.

Jennifer Takagi
CEO / Takagi Consulting
Jennifer@jtokc.com



Houston FEB is proud to host the following training:

Secrets for Dealing with Difficult People

April 4, 2017



(1-day Course)

Most people do exactly the **WRONG** things in most situations when dealing with “difficult” people. In this seminar, you will understand the forces that compel people to be difficult—and learn the **RIGHT** things to do about it.

TOPICS COVERED DURING THE DAY:

- ❖ Primary reasons conflicts occur—and how to see them coming
- ❖ How to break the cycles that lead to hostilities.
- ❖ How to stop a conflict from escalating.
- ❖ How to address conflict in a way that minimizes defensiveness and hostility.
- ❖ Giving and receiving criticism.
- ❖ Conflict resolution strategies
- ❖ Define and recognize the value of diversity
- ❖ Learn how to define common ground from which to develop solutions
- ❖ How to talk to someone when you are angry, hurt, frustrated or insulted
- ❖ How to decrease resistance and increase cooperation
- ❖ What you can do to reduce conflict and promote better understanding.

HOW YOU WILL BENEFIT:

- ❖ How to talk to someone when you are angry, hurt, frustrated or insulted.
- ❖ Learn how to define common ground from which to develop solutions
- ❖ Define and recognize the value of diversity.



**Houston FEB
Leadership Development Training
Registration and Enrollment information**



<i>Date:</i>	Tuesday, April 4, 2017
<i>Time:</i>	Registration begins at 7:30 a.m. Training will be: 8:00 a.m. – 4:00 p.m.
<i>Location:</i>	1919 Smith Street, 1 st Floor Conference Room, Houston, TX
<i>Cost:</i>	\$162.50 per participant
<i>Who should Attend:</i>	This training is valuable to Supervisors, Leaders, and just about anyone in the workplace

Name of Participant: _____

Agency: _____

Address: _____

Phone: _____ Email: _____

Agency/Registrant may pay by:

☐ check ☐ credit card ☐ government voucher

Contact for Payment: _____ Phone: _____

Please mail to:	Federal Executive Board 2320 La Branch Street, Rm 1107 Houston, TX 77004-1032
Or Email to:	Gerald.Poole@gsa.gov
Call to provide payment info:	FEB Office voice line: 713-425-2440

Registration Deadline: March 31, 2017

Cancellation Policy: Understanding that unforeseen circumstances may preclude an individual from attending, refunds and cancellations will be permitted through March 28, 2017. However, after that date, registrations must be honored by the individual or agency involved. If you are unable to attend, substitute attendees are authorized and encouraged!



Full-Day Pre-Retirement Training Seminar-2017



Be sure you are financially prepared to do all the things you've planned for your retirement!!



CSRS session topics:

- Overview of CSRS
- Survivor Benefit
- Thrift Savings Plan (to include Roth TSP)
- Voluntary Contribution Program
- Federal Employee Health & Life Insurance Programs
- Social Security
- Federal Long Term Care Program
- Flexible Spending Accounts
- Annuity Calculation
- Phased Retirement

FERS session topics:

- Overview of FERS
- Survivor Benefit
- Thrift Savings Plan (to include Roth TSP)
- Federal Long Term Care Program
- Federal Employee Health & Life Insurance Programs
- Social Security
- Flexible Spending Accounts
- Annuity Calculation
- Phased Retirement

DATE: Wednesday and Thursday, August 16 and 17, 2017 (select which system)
TIME: 8:00 a.m. - 4:00 p.m. Registration will begin at 7:30 am
LOCATION: Leland Federal Bldg, 1919 Smith Street, Houston
COST: \$65.00 per person to cover expenses
INSTRUCTOR: Instructor is compensated by First Command, these sessions are educational ONLY. Instructor holds neither license nor affiliation with any financial products.

[] Sign me up for the CSRS Only session on Wednesday, August 16, 2017

[] I am covered by a special retirement provision (Firefighter/Law Enforcement/Air Traffic Controller)

[] Sign me up for the FERS Only session on Thursday, August 17, 2017

[] I am covered by a special retirement provision (Firefighter/Law Enforcement/Air Traffic Controller)

[] I wish to sign up my spouse to attend at the reduced fee of \$50.00

Seating is limited to 75 per session

Payment must be made in advance [] Check [] Credit Card—Phone #:

NAME(S): _____

Spouses are welcome to register, as well, at a reduced fee of \$50.00 for the registration fee.

AGENCY: _____

Please list your agency, organization and office symbol.

ADDRESS: _____

PHONE: () _____ EMAIL: () _____

Email to: Gerald.Poole@gsa.gov

Cancellation Policy: Understanding that unforeseen circumstances may preclude an individual from attending, refunds and cancellations will be permitted through August 10, 2017. However, after that date, registrations must be honored by the individual or agency involved. If you are unable to attend, substitute attendees are authorized and encouraged!



HOUSTON FEDERAL EXECUTIVE BOARD AWARD CEREMONY

Date:	Monday, May 15, 2017
Location:	Leland Federal Building, 1919 Smith Street, Houston
Time:	1:00 p.m.
Cost:	No fee (light refreshments will be provided)
Who should attend:	Federal Agency Leaders (or designee) and nominees



Celebrated the first week of May since 1985, Public Service Recognition Week (PSRW) is organized annually by the [Public Employees Roundtable \(PER\)](#) and its member organizations to honor the men and women who serve our nation as federal, state, county and local government employees.

Throughout the country, mayors, governors, agency leaders, communities and public service organizations participate in PSRW by issuing proclamations; hosting award ceremonies and special tribute events; and delivering messages about the value of public service. All government leaders and public servants from all backgrounds are encouraged to participate by showing appreciation to their employees and colleagues and by sharing stories of excellence in public service.

As part of this effort, the Houston Federal Executive Board is hosting an Awards Ceremony to honor accomplishments of federal employees in the Houston area. We invite you to join us in celebrating those in Public Service during this special event!

Please register no later than April 20, 2017

REGISTRATION

Name:	Phone:
Agency:	City:
Email:	

Email registration to:	Gerald.Poole@gsa.gov
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Cancellation Policy: If you are unable to attend, substitute attendees are authorized and encouraged if within the appropriate management structure!